

Attorney Docket No.: 31890-1000

**DECLARATION AND POWER OF ATTORNEY  
FOR UTILITY PATENT APPLICATION**

As a below named inventor, I hereby declare that:

My residence, mailing address, and citizenship are as stated below next to my name;

I believe I am the original, first and sole inventor (if only one name is listed below) or an original, first and joint inventor (if plural names are listed below) of the subject matter which is claimed and for which a patent is sought on the invention entitled:

Method For Determining And Eliminating The Drivers Of Non-Value Added Cost Due To  
Product Complexity And Process Parameters

the specification of which is attached hereto.

I hereby state that I have reviewed and understand the contents of the above-identified specification, including the claims, as amended by any amendment specifically referred to above.

I acknowledge the duty to disclose information which is material to patentability as defined in 37 CFR § 1.56, including for continuation-in-part applications, material information which became available between the filing date of the prior application and the national or PCT international filing date of the continuation-in-part application.

I hereby claim the benefit under 35 U.S.C. § 119(e) of any United States provisional application(s) listed below:

S. N. 60/479,333, filed June 18, 2003

I hereby appoint:

Mark E. Courtney, Reg. No. 36,491  
Kenneth T. Emanuelson, Reg. No. 46,684  
Jason R. Fulmer, Reg. No. 46,715  
Kenneth R. Glaser, Reg. No. 24,015  
John Timothy Headley, Reg. No. 31,765  
Robert E. Holthus, Reg. No. 50,347  
Michael E. Martin, Reg. No. 24,821

Carol M. Nielsen, Reg. No. 37,676  
Steven E. Ross, Reg. No. 35,996  
James O. Skarsten, Reg. No. 28,346  
Kay Lyn Schwartz, Reg. No. 39,020  
Jennifer S. Sickler, Reg. No. 36,005  
Monique A. Vander Molen, Reg. No. 53,716  
Thomas C. Wright, Reg. No. 47,189

of the firm of GARDERE WYNNE SEWELL LLP, my attorneys with full power of substitution and revocation, to prosecute this application and to transact all business in the United States Patent and Trademark Office connected therewith, and to file and prosecute any international patent application filed thereon before any international authorities under the Patent Cooperation Treaty.

Full name of Inventor:

Lars F. Maaseidvaag

Inventor's Signature:

\_\_\_\_\_

Date:

\_\_\_\_\_

Residence (City, State, Country):

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Citizenship:

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Full name of Inventor:

Mark A. Sherman

Inventor's Signature:

Mark A. Sherman

Date:

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Send correspondence to:

Michael E. Martin  
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1601 Elm Street  
Suite 3000  
Dallas, Texas 75201

and direct all telephone calls to Michael E. Martin at (214) 999-3000.

I hereby declare that all statements made herein of my own knowledge are true and that all statements made on information and belief are believed to be true; and further that these statements were made with the knowledge that willful false statements and the like so made are punishable by fine or imprisonment, or both, under Section 1001 of Title 18 of the United States Code, and that such willful false statements may jeopardize the validity of the application or any patent issuing thereon.

Full name of Inventor:

Michael L. George

Inventor's Signature:

*Michael L. George*

Date:

*Oct 28, 2003*

Residence (City, State, Country):

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Full name of Inventor:

James M. Patell

Inventor's Signature:

\_\_\_\_\_

Date:

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Residence (City, State, Country):

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Citizenship:

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Post Office Address:

1076 Vernier Place

City, State, Zip:

Stanford, CA 94305

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Full name of Inventor: Michael L. George

Inventor's Signature: \_\_\_\_\_

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Full name of Inventor:

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